

~~CONFIDENTIAL~~

27 March 1986

MEMORANDUM FOR THE RECORD

SUBJECT: Intelligence as a Force Multiplier--Meeting [REDACTED]
ANIO/GPF, 24 March 1986

25X1

1. I met with [REDACTED] in his office at CIA Headquarters. I said I was following up a meeting with General Nichols, and that I valued having his views about the concept of intelligence as a force multiplier, specifically the NFIP role and contribution.

25X1

2. [REDACTED] said it could be demonstrated with many retrospective examples that at the tactical level intelligence definitely is a force multiplier, but he thought that this probably was not Mr. Casey's focus. For the future at any level, attempts at quantification of the force multiplier affect would be scenario-dependent. In general the military can be expected not to forego any forces in favor of intelligence support. Military commanders are skeptical of "the intelligence guys" who they say are more or less "full of shit." As an intelligence officer, [REDACTED] personally made it a practice in the Army to try to win the confidence of the commander. But there always was the risk that after the commander accepted an offer of intelligence, things would go wrong. [REDACTED] said we could take lessons from the Israelis who "integrate their intelligence into their operations"--which is why they win.

25X1

25X1

25X1

3. [REDACTED] said the study might profitably focus on these propositions:

25X1

- The capabilities for using intelligence need to be improved among policymakers and commanders. There needs to be a better interface between operators and intelligence people...they need to work as one. Operators need to understand that it's in their long-term interest to embrace intelligence which can "do something" for them.
- The limitations of the various intelligence disciplines need to be better understood. Intelligence can't be expected to remove all risks in various situations.

[REDACTED] suggested that I read his book, [REDACTED] and that I talk with Buffalo Bill Quinn, Bruce Palmer, and Bill Yarborough now living in Southern Pines, N.C.

25X1

25X1

25X1

~~CONFIDENTIAL~~

SECRET

SUBJECT: Meeting with [REDACTED] ANIO/GPF, 24 March 1986

25X1

Distribution

1 - VC/CIPC

1 - ES/CIPC

1 - CIPC, [REDACTED]

1 - CIPC, [REDACTED]

1 - CIPC/Subj

1 - CIPC/Chrono

25X1

DCI/ICS/CIPC [REDACTED] (27 mar 86)

25X1

SECRET